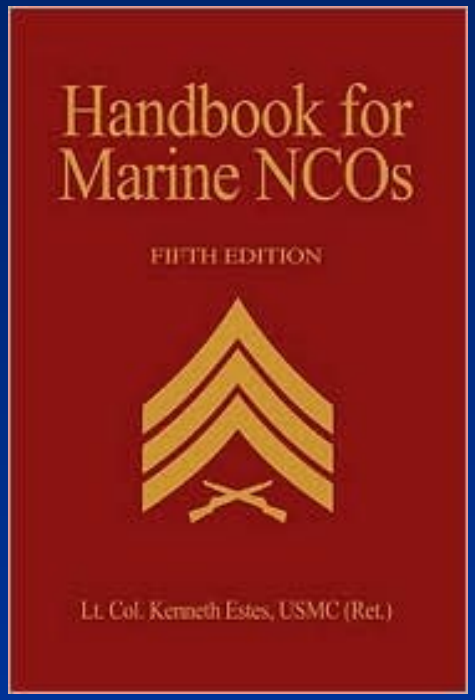
NCO LEADERSHIP PROGRAM

"Because of your concern for junior Marines and your close contact with them as individuals, you will know best what they are capable of delivering, and are in the best position to mentor, lead and advise. Finally, you will relieve your officers of the burden of detail, as you find the best way to carry out the objectives, tasks, and priorities they have set for your Marines."

Handbook for Marine NCOs



MISSION STATEMENT:

To foster NCO leadership and dramatically improve our Marines decision making process and readiness through a marked reduction in off-duty incidents and fatality rates.

What do we currently know regarding leave and liberty habits?

There are three elements of Leave –

- Starting or going to your leave destination
- Actions at the destination
- Returning from your leave destination

Significant command attention has been given to the first and last elements of leave with some success, however the second element needs more attention and should be the focus of our NCOs.

What we know:

Key to success is sustained NCO leadership throughout Headquarters and Headquarters Squadron.

NCO leadership is the key to establishing a close bond and a higher level of personal interaction between a Marine and his team during those periods when he or she is not in close contact with his units leadership.

This program provides the tools that will enable our NCOs' to focus on our "AT RISK" Marines as well as provide a source of solid information to all Marines in their charge.

Strategies of implementation:

Strengthen our NCO leadership Corps values by:

Developing an effective mentorship program

- **Establishing controls measures that ensures "Commanders intent" is clearly communicated to <u>all</u> Marines.**

As a section leader you can advance your team by:

- 1. Providing counseling and oversight to squad leaders and Marines.
- 2. Providing leadership pamphlets to all squad leaders.
- 3. Providing safety presentations to all squad leaders.
- 4. Allow the chain of command to work.
- 5. Establishing and maintaining a reward system.

USMC MENTORING

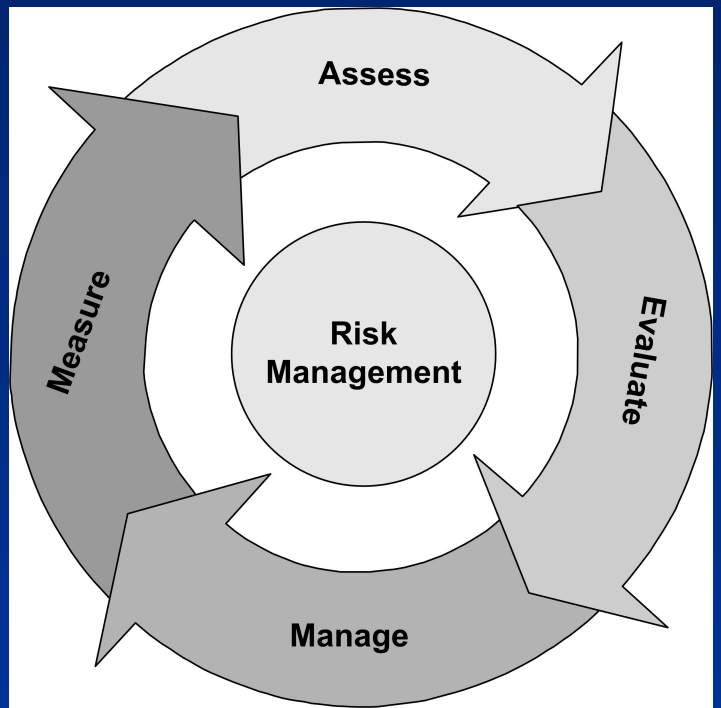
STEEL SHARPENS STEEL!

Develop Documentation and Risk Category Procedures:

- Establish formal documentation so that an individual Marine's performance, risk and history may be properly documented.
- Develop tools such as risk category charts so that NCO's can measure their Marines habits.
- Construct teams no greater than three Marines in order for section leaders to maintain positive control. Consider 3/3 rule. Section leaders have no more than three Cpl squad leaders in a team and squad leaders have no more then three Marines Lcpl's and below in a squad.

Establishment of Risk Categories

- High (90 days)
- Medium (45 days)
- Low



High Risk Category:

- Court Martial
- DUI/DWI
- Alcohol related incidents
- Reckless driving
- Suicidal tendencies
- Severe depression/anxiety

Any Marine who falls under this category is required to <u>contact</u> his or her NCO/MENTOR every 24hrs, regardless of liberty, extended liberty or leave. OOD and DNCO's will not be used as an alternative, as it alleviates the mentors responsibility to keep track of their Marines.

High Risk Category Cont.

Leadership tools available to the Commander

- Restrict mileage on weekends, extended liberty, or leave.
- Require Marines take leave if they wish to exceed mileage restrictions.
- Monitor and document Marine's every action through his or her NCO
- Human factors board.
- Other leadership tools can be explored and recommended to the SNCOIC/OIC by the NCO.
- Marines will stay in this category for a period of ninety days from the time the Marine is identified as high risk.

Medium Risk Category:

- NJP (not related to alcohol).
- Family, work, and financial problems.
- Post Deployment (30 days).
- Frequent Counseling's.

Any Marine who falls under this category is required to **contact** his or her NCO/MENTOR every 48hrs, regardless of liberty, extended liberty or leave. OOD and DNCO’s will not be used as an alternative, as it alleviates the mentors responsibility to keep track of their Marines.

Medium Risk Category Cont.

The following leadership tools are available to the NCOs

- Restrict mileage on liberty, extended liberty and leave.
- Make Marines take leave if they wish to exceed mileage restrictions.
- Other leadership tools can be explored and recommended to the SNCO/OIC by the NCO.
- Marines will stay in this category for a period of forty-five days from the time the Marine is identified as Medium risk.

Low Risk Category:

- Occasional/routine counseling.
- Marine gives no appearance of being a risk at work or on liberty.
- Marine can execute liberty, extended liberty and leave in accordance with all Marine Corps regulations.
- This category apples to all Marines as there is always risk

Mentoring Our Marines

A Marine who has just reported to their new unit shall be automatically assigned a mentor who will orient him/her to their new surroundings and establish safety program ground rules.

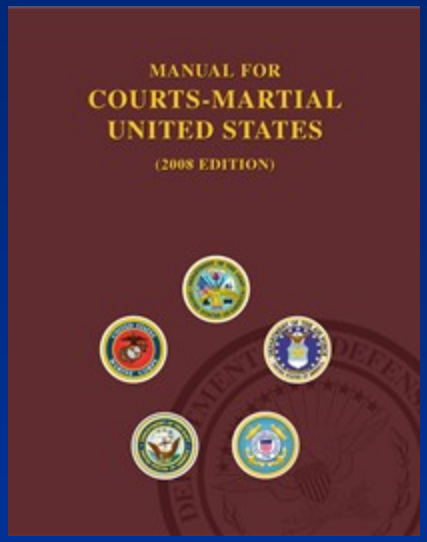
Sgt's will be assigned as sections leaders at the NCOIC discretion. All E-5's and below will be assigned within five days of arriving to H&HS

"STEEL SHARPENS STEEL"

Non-Compliance

Marines who do not follow the procedures set forth in this presentation will be held accountable and potentially may face the following:

- **Movement into next higher risk category**
- **Page 11 counseling or 6105**
- **NJP**
- **Courts-Martial**
- **Administrative Separation from the service**



NCO's Tools:

(What are we giving you?)

- "Reducing Unnecessary Mishaps" Power Point
- "HHS NCO Leadership Brief" Power Point
- Drunk driving "what side will you be on" Power Point
- Electronic packages will be sent out to every department in the Squadron.

These tools can be found in the Force Preservation Info found at the following link:

http://www.yuma.usmc.mil/hhs/s1admin.html

Implementation:

It is important that every Marine in Headquarters and Headquarters Squadron receives a brief that provides a solid foundation on what the program entails and the CO's intent.

The Commanding officer should discuss with all Leadership; Officers and Non commissioned Officers on program specifics and implementation.

The Commanding officer should discuss or answer the following questions concerning program management.

Further guidance is provided by SqdO 5100.1

Conclusion

- **Delegate authority to the correct levels.**
- **Develop templates that may be used as guides for team leaders.**
- **Track and monitor.**
- **BAMCIS…Supervise, supervise, supervise.**

"Leadership is the sum of those qualities of intellect, human understanding, and moral character that enables a person to inspire and control a group of people successfully."

-General Jon A. Lejeune
13th Commandant of the Marine Corps